

HUMAN RESOURCES



2016

Annual Report

Lisa Sigurslid, Human Resources Manager

Amy Tracy, Human Resources Specialist

Human Resources

ANNUAL REPORT

ABOUT THE DEPARTMENT

The Human Resources Department has a staff of 1.50 FTE, consisting of a full-time Human Resources Manager and a half-time Human Resources Specialist. Human Resources coordinates personnel activities for a staff of over 180 regular full-time and part-time employees, as many as 50 seasonal employees, and over 80 paid on-call firefighters. Key areas of responsibility include:

- Recruitment, Selection, and Hiring
- Benefits, Compensation, and Job Classification
- Policy Development
- Collective Bargaining
- Legal Compliance and Reporting

Staff Profiles

Lisa Sigurslid joined the City in 2001 as Human Resources Manager (formerly Human Resources Coordinator). Prior to coming to Fitchburg, she had over four years of professional human resources management experience in the private sector. Lisa oversees the functions of the Human Resources Department and serves as the staff contact for the City's Personnel Committee and Police and Fire Commission. She possesses a B.S. in Human Resources from Upper Iowa University and is certified as a Professional in Human Resources (PHR) by the Human Resources Certification Institute. Lisa is active in the Wisconsin Public Employer's Labor Relations Association (WPELRA) and currently serves on the Board of Directors.

Amy Tracy began her tenure with the City in 2012 as Human Resources Specialist. Prior to joining the City she spent several years as an Independent Consultant specializing in Recruitment and Project Management. She also has over six years' experience as a Recruiter in the health care field. Her prior work experience, combined with an educational background in Marketing, Amy is a skilled recruiter, helping the City hire and retain a diverse and talented staff.

YEAR IN REVIEW

Each year presents new and unique challenges. 2016 can best be described as a year of change. Changes in federal reporting requirements (Affordable Care Act), implementation of a new employee evaluation process and system, benefit changes, and staffing changes. All of these changes kept the HR department busy throughout the year, with considerable time spent on program implementations as well as recruitment efforts. Some of the highlights of the year include:

- Completing the first year of Affordable Care Act (ACA) reporting.
- Filled 69 vacancies – including Administrative Assistant, Assistant City Attorney, Civilian Service Employee, Community Service Liaison, Engineering Technician, Fire Chief, Career Firefighter (2), Law Enforcement Data Analyst, Network Administrator, Outreach Librarian, Police Officer (7), Police Sergeant (1), Police Telecommunicator (2), Public Work Maintenance Worker (5), Residential Property Appraiser, Urban Forester, as well as numerous part-time and seasonal positions.
- Implemented new Employee Performance Evaluation Process, including implementing new online evaluation program. Set-up new system, prepared training documents, provided employee training, and rolled out to staff.
- Transitioned to new Flexible Spending Account Administrator. Set up new plan, provided employee learning opportunities, completed open enrollment.

EMPLOYEE RECOGNITION

Retirements

In 2016, the City celebrated the retirements of two employees. Together they provided 59 years of dedicated service to the residents of Fitchburg. Thank you for all you have done for Fitchburg and best wishes in your retirement.

Jean Garcia, Police Telecommunicator	33 years
Denise Miller, Police Officer	26 years

Promotions and Transfers

David Zuehlke	Promoted to Career Firefighter
Suzie Jones	Transferred from Part-time Municipal Court to Full-time Police Telecommunicator
Steve Droster	Transferred from Streets Maintenance Worker to Parks/Streets Maintenance Worker
Dan Varriale	Promoted to Patrol (Police) Sergeant

Service Awards

Each year the Human Resources department coordinates a luncheon to honor the accomplishments of all City staff. Part of the program is devoted to recognizing those employees that celebrated a milestone anniversary during the year. Thirty employees were honored this year, with a combined total of 340 years of services.

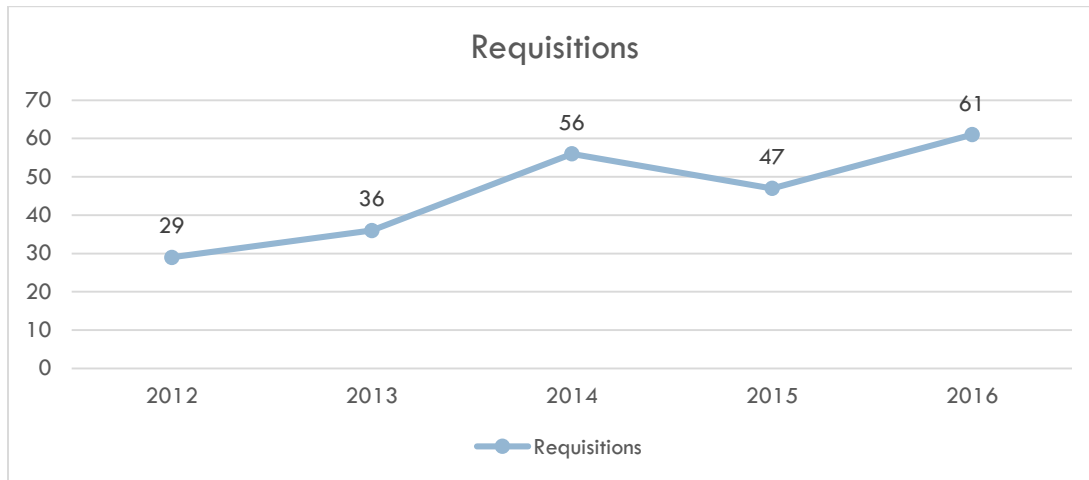
Years	Name	Position
30	Tom Hovel	City Planner/Zoning Administrator
30	Don Bates	Deputy Police Chief
20	Chad Grossen	Deputy Fire Chief
20	Virginia Thain	Police Officer
20	Jeff Wissink	Police Officer
20	Gary Eisenzimmer	Police Officer
15	Norbert Staszak	Park Maintenance Worker
15	Mike Mahal	Park Maintenance Worker
15	Larry Schlimgen	Custodian
15	Lisa Sigurslid	Human Resources Manager
10	Sarah Folkers	Case Manager
10	Katie Evers	IT Specialist
10	Todd Sanford	Public Works Maintenance Worker
10	Kim Hauge	Accounting Clerk II
10	Rick Eilertson	Environmental Project Engineer
10	Adam Dorn	Firefighter
10	Jon Engelhart	Firefighter
10	Scott Endl	Parks and Recreation Director
5	Sarah Arneson	Police Telecommunicator
5	Mike Buri, Jr.	Police Officer
5	Phil Hansen	Access Services Manager
5	Kate Liu	Administrative Assistant
5	Erin Saylor	Reference Librarian
5	Tim Powers	Youth Services Manager
5	Jamie Hernandez	Teen Librarian
5	Lizzy Lan	Library Assistant II
5	Dale Riek	Custodian
5	Craig Walker	Police Officer
5	Holly Powell	Engineering Technician II
5	Dell Zwieg	Assessor

RECRUITMENT, SELECTION, AND HIRING

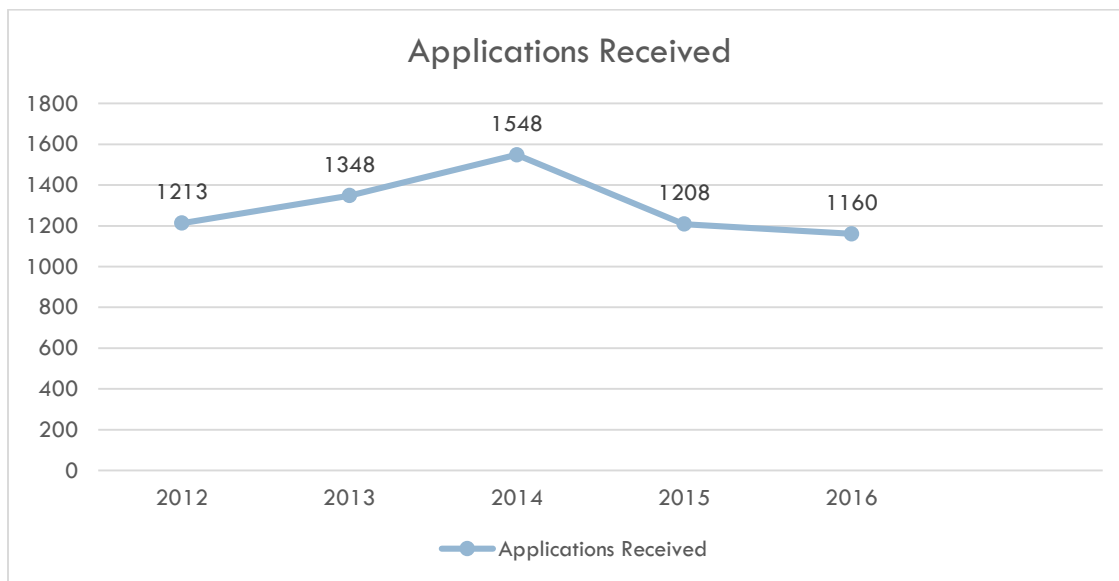
Recruitment Process

Each time an opening exists a requisition is created by the department to fill the position. This is essentially a “request for service” from the hiring manager to Human Resources and the first step in the recruitment process. Each requisition results in the advertisement of a position, acceptance of applications, and interviewing of candidates. Depending on the position, one or more individuals may be hired for each requisition received.

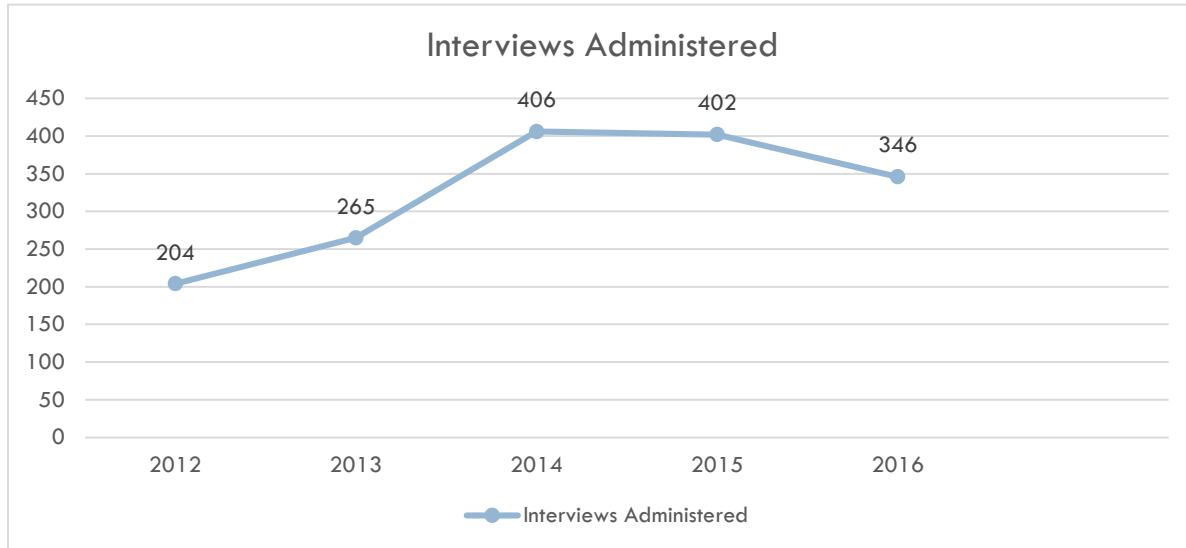
The graph below shows the number of requisitions received each year since 2012, the first year these statistics were tracked.



Once the recruitment process has begun, HR will typically begin receiving applications within a couple of hours of the posting first appearing on the City’s website. The chart below shows the number of applications received over the course of 2016. The number of applications received in 2016 remained fairly steady compared to 2015.



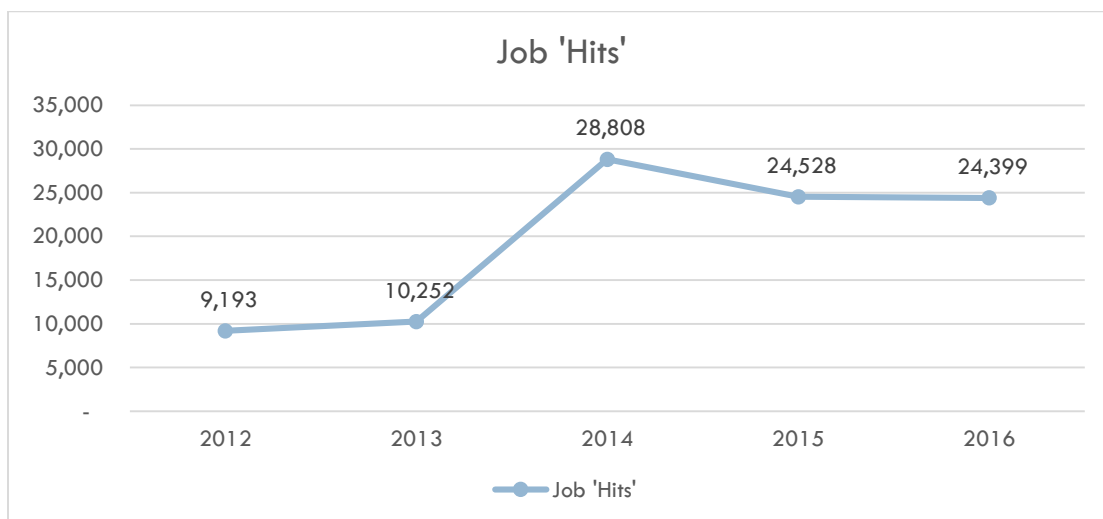
While the number of applications remained fairly steady from 2015, the number of interviews conducted did decrease slightly.



On average, each interview will last approximately 30 minutes. This means that City staff spent over 21 work days conducting interviews in 2016. With many panels having more than one staff person, the actual time commitment is likely much higher.

Recruitment Effectiveness

One statistic used to determine the effectiveness of recruitment efforts is job “hits.” Job “hits” indicate how many times people come to the City’s website to view a particular job. This number is of particular importance as it helps determine if the sources utilized for advertisements are driving traffic to the City’s web page.



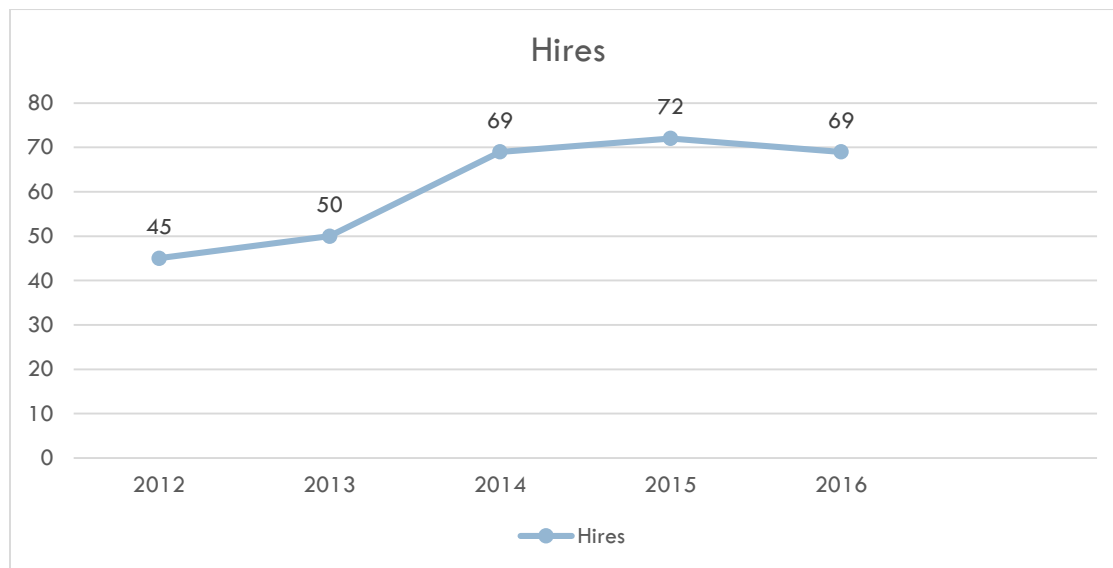
Top Job Postings

The following list shows the jobs with the most hits during the year and their respective percentage of the total.

<u>Job Title</u>	<u>Hits</u>	<u>Percent of Total</u>
Police Officer	1530	6%
Civilian Service Employee (2 nd recruitment)	1429	6%
Law Enforcement Data Analyst	1365	6%
Civilian Service Employee (1 st recruitment)	1354	6%
Outreach Librarian/Volunteer Coordinator	1300	5%
Public Works Maintenance Worker - Parks LTE (9 months)	982	4%
Administrative Assistant	859	4%
Community Services Liaison	825	3%
Assistant City Attorney	803	3%
Library Assistant II Adult Services (1 st recruitment)	700	3%
Library Assistant II Adult Services (2 nd recruitment)	680	3%

Hiring Statistics

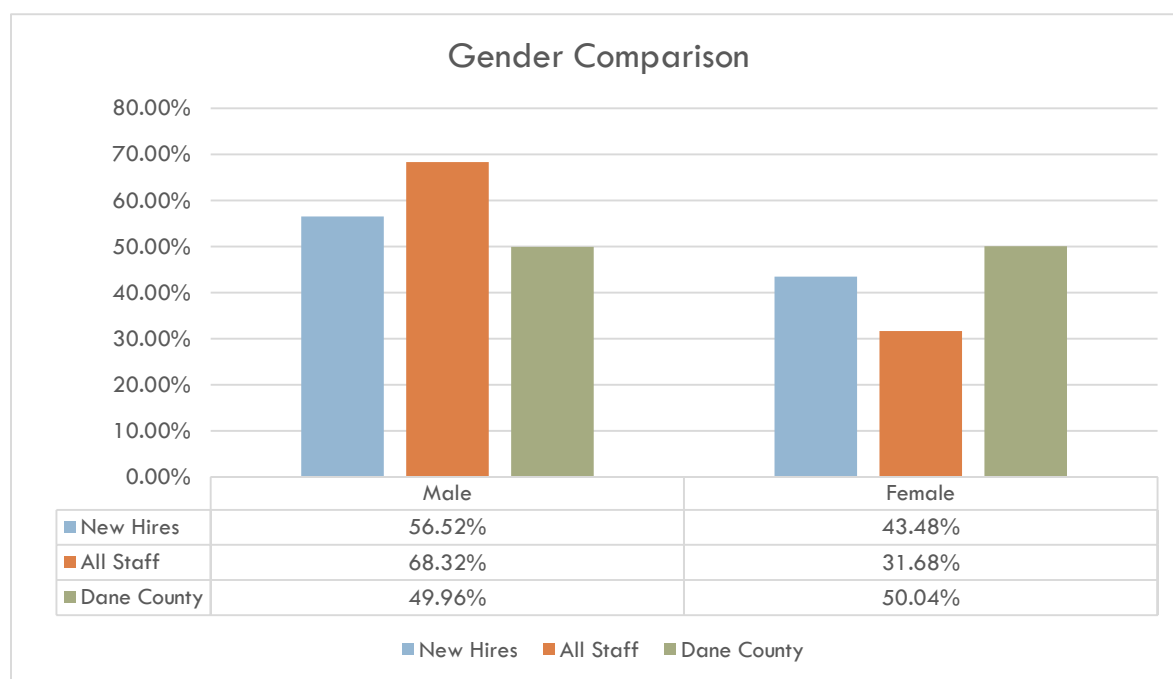
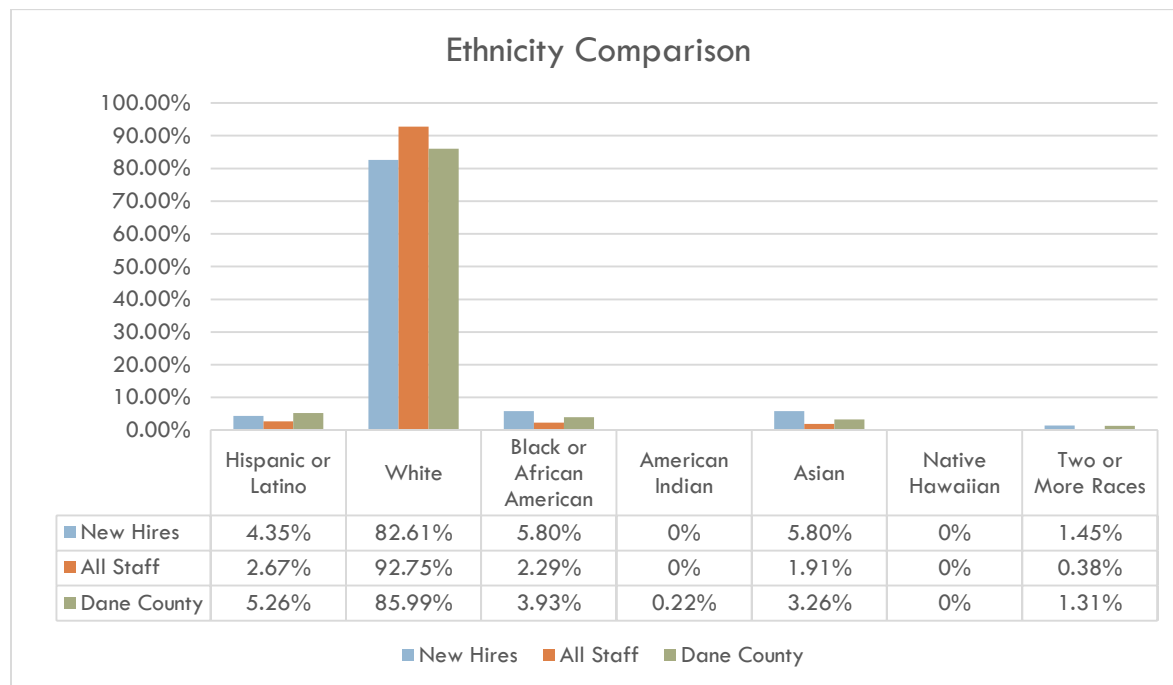
The Human Resources Department hired 69 individuals during 2016. This includes individuals across all departments, regular full and part-time staff, seasonal employees, and paid on-call firefighters. Again, we were fairly consistent with the number of hires compared to the past two years.

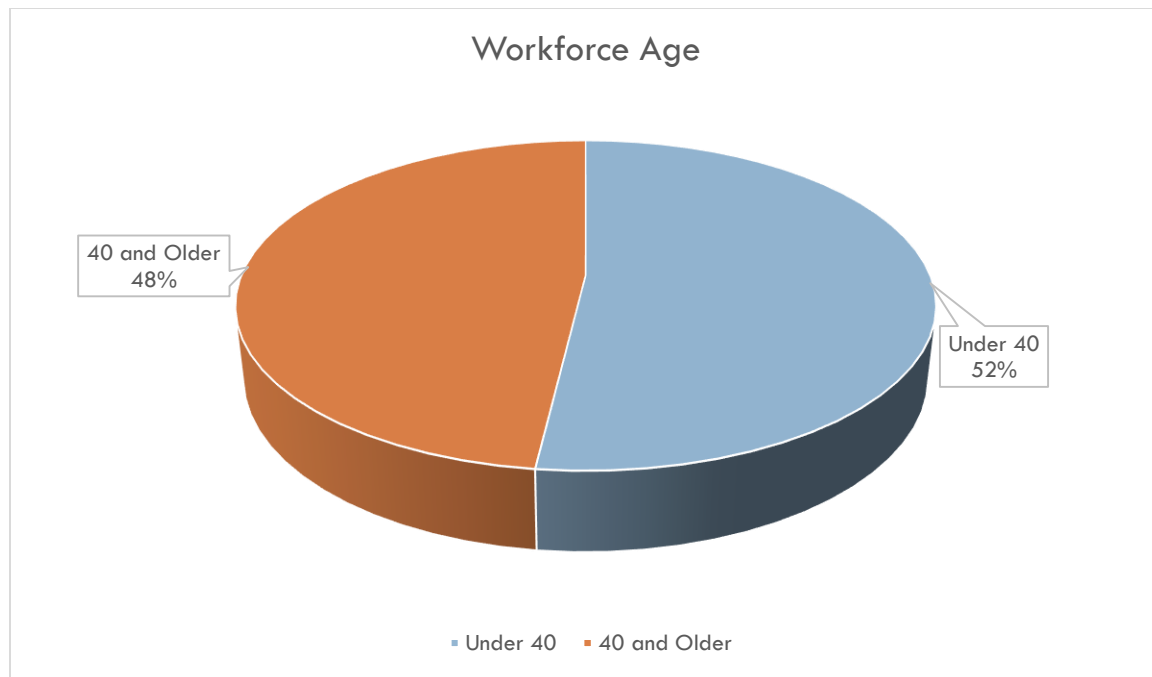


Employee Demographics

The charts below show the demographics of employees hired by the City in 2016 compared to the Dane County Labor Force. The graphs also include all City employees as of December 31, 2016

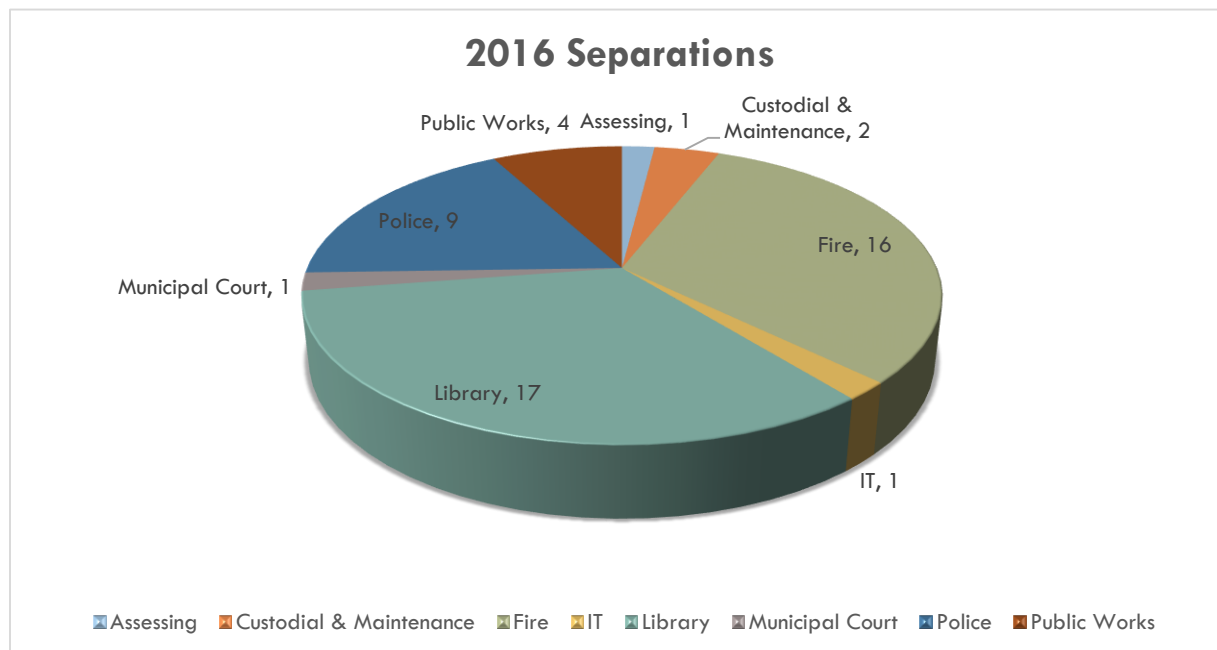
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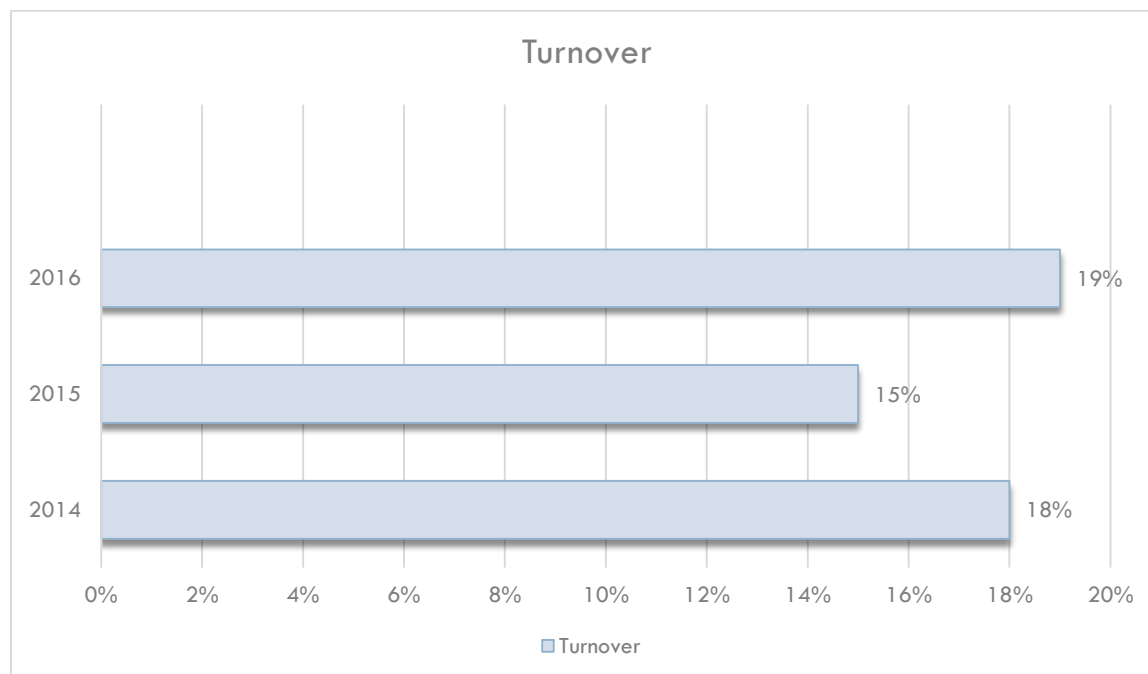


Turnover

51 regular full and part-time employees (including paid on-call firefighters) separated during 2016. With an average staff of 262 this results in a 19% turnover rate for the year. The Library experienced the highest turnover rate at 55% (17 employees). While this number may seem alarming, it is to be expected given the part-time status of most positions within the department. The Fire department experienced 16 separations during the year (18%), followed by Police with 9 (15%).



The following chart shows the annual turnover rate for the past three years.



BENEFITS, COMPENSATION, AND JOB CLASSIFICATION

Human Resources is responsible for the management of the City's compensation and benefits package. This includes managing employees' progression on the various pay plans, determining employee and dependent eligibility for a wide range of benefit programs, and maintaining proper salary classification for all positions.

Benefit Administration

In the fall of 2016, work began to transition the City of Fitchburg employees to a new flexible spending account (FSA) administrator. The City had been with Security Benefit for approximately 5 years and had begun to experience service issues with the vendor. Bids were solicited and the decision was made to switch the plan to Total Administrative Services Corporation (TASC) beginning with the 2017 plan year.

Enrollment for the new plan occurred during October and November and included multiple employee information sessions. When open enrollment was completed we had 20 new enrollees in the flex plan with an increase in deferrals of nearly 80% over 2016.

Worker's Compensation Benefits

One key area of responsibility is Worker's Compensation, specifically claims analysis and management. How well the City manages worker's compensation claims and worker safety initiatives is reflected in the modification factor.

A modification factor is a factor applied to the policy premium for a risk to reflect variation from the experience of the average risk of a similar type. From the risk's own past experience, the experience modification rate is determined by comparing actual losses to expected losses. This comparison of future losses results in a premium reduction (credit) or a premium increase (debit).

Human Resources

For example, a modification of .85 results in a 15% credit or savings to the risk, while a modification of 1.10 produces a 10% debit or additional charge to the risk. In some cases, no change results and a modification of 1.00 is applied.

The chart below shows the City's modification factor for the last several plan years.

Plan Year	2012- 2013	2013- 2014	2014- 2015	2015- 2016	2016- 2017	2017- 2018
Modification Factor	1.08	.77	.88	.79	.68	.57

The lowest modification factor the City could achieve, if we had zero losses in the experience rating period, is .56. The City's modification factor of .57 is extremely favorable. The average modification factor for our industry is 1.00.

POLICY DEVELOPMENT

In June 2016, Human Resources rolled out the new Employee Development evaluation process. This new evaluation process was the product of a work team that spent nearly a year working on the new program. The first half of 2016 was spent developing the forms, training guides, and implementing the online software that would assist the department in the evaluation process. As of December 2016, all department have received training on the system and are implementing the program.

COLLECTIVE BARGAINING

The City currently has two active bargaining units, Wisconsin Professional Police Association (WPPA) and International Association of Firefighters (IAFF). The WPPA and IAFF contracts are currently settled through December 31, 2018.

LEGAL COMPLIANCE AND REPORTING

2015 marked a turning point in reporting requirements for Human Resources. Previously delayed, reporting requirements under the Affordable Care Act (ACA) are now required for all employers with 50 or more employees. Human Resources completed the required ACA report ahead of schedule, filing the reports in early February 2016.